# Southern Pacific Bulletin

March-April 1985

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## COVER

Construction on the new Intermodal Container Transfer Facility in southern California is now underway. SP's Design and Construction Group is serving as the project's engineering consultants and is responsible for the design and construction management. Track layout for the 150-acre site was one of the major design responsibilities for the engineering staff. Assistant Engineers James Tennyson (left foreground), David Volkoff, Kung-Hang Chiu (left background) and Paul Iu assisted in the layout of the more than seven miles of track within the ICTF. For more on the ICTF, see story beginning on page 11.

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# Executive Staff For SPSF Railway Designated

*Group will work out specific staffing and operating plans.*

A senior executive staff was appointed in February with the responsibility for working out specific staffing and operating plans for the proposed Southern Pacific and Santa Fe Railway.

Its goal is to have all details worked out so that the combined railroad can operate smoothly and efficiently, immediately following approval of the merger application by the Interstate Commerce Commission. The companies are hopeful that a favorable decision will be reached by the commission by the end of 1985.

The 14-man group will work under the leadership of Larry Cena, who had been designated previously to be president and chief executive officer of the merged railway. A top priority will be the development of an organization chart for each department, with selection of personnel for the positions that are eventually agreed upon to come at a later date.

The new railroad will be headquartered in Chicago, with three grand divisions—each headed by a vice president and general manager —to be located at Kansas City, Houston and Los Angeles.

Members of the new team will retain their responsibilities with the individual railroad and will meet regularly.

**Larry Cena,** 63, will be president and chief executive officer of the Southern Pacific Santa Fe Railway Company, Cena joined Santa Fe Railway in 1948. He was promoted to superintendent in 1965, assistant to vice president-operations in 1967 and vice president-operations in 1968. He was elected president of the Santa Fe Railway in 1978 and in 1982 assumed additional duties as chief executive officer.

**Mike Mohan,** 39, will be vice president-executive department. Mohan joined SP in 1969 as an assistant trainmaster. He advanced to superintendent in 1979, assistant to president in 1981 and vice president-maintenance in 1982. He was named executive vice president in 1983. He earned his B.S. and M.B.A. degrees from the University of California at Berkeley.

**Jim Fitzgerald,** 57, will be senior vice president-operations. He has 37 years of service with Santa Fe. He was appointed superintendent in 1970, general manager -western lines in 1974 and was named vice president-operations in 1983. Fitzgerald received his B.S. from Eastern Oklahoma A&M and an M.A. from the Massachusetts Institute of Technology.

**Tom Fitzgerald,** 43, will be senior vice president-marketing and sales. He joined Santa Fe Railway in 1965 as an attorney and was promoted to general attorney in 1973. He was named assistant vice president-executive department for Santa Fe Industries, Inc. in 1979 and two years later was appointed vice president. He was named vice president-traffic for the railroad in 1983. Fitzgerald earned an M.B.A. from the University of Chicago and holds a degree in law from Loyola University Law School.

**Jack Edwards,** 39, will be vice president-marketing and sales. Edwards was senior vice president-sales and distribution for California Canners and Growers Corp. before joining SP in 1983 as senior vice president-marketing and sales. He received his B.S. from the University of California and his M.B.A. from the University of Oregon.

**Joe Graziani,** 54, will be vice president-information systems. He joined SP in 1950. Graziani was appointed manager-data processing in 1969, general manager-management services in 1982 and vice president-management services in 1983.

**Eric Johnson,** 53, will be vice president-accounting. Johnson has 20 years of service with SP. He was named controller in 1979, vice president and controller-accounting in 1980 and vice president-finance in 1984. He earned his B.A. from Boston College and an M.B.A. from Harvard Business School.

**Jack Frestel,** 45, will be vice president -personnel and labor relations. He joined Santa Fe Railway as an attorney in 1967 and was promoted to general attorney in 1973. He was named assistant vice president-personnel and labor relations in 1979 and vice president of the department in 1984. Frestel earned his law degree at Georgetown University and his M.B.A. from the University of Chicago.

**Bob Byrne,** 57, will be vice president-purchasing. Byrne worked at the Association of American Railroads for 18 years before joining SP in 1972. He was appointed chief mechanical officer in 1978 and vice president-maintenance in 1983. He received his B.S. degree from Lehigh University and an M.B.S. from Northwestern University.

**Rollin Bredenberg,** 39, will be vice president and general manager. Bredenberg, who joined SP in 1965, was appointed assistant general manager in 1981, general manager at Houston in 1982 and general manager-southern region in 1983. He received his B.S. from Northwestern University.

**Bob Banion,** 60, will be vice president and general manager. He has worked for Santa Fe Railway for 42 years. Banion was appointed superintendent of transportation in 1970, assistant vice president-operations in 1978 and general manager-eastern lines in 1982.

**Lloyd Simpson,** 48, will be vice president and general manager. He has worked in the Operating Department throughout his 25-year-career at SP. Simpson was named superintendent in 1974, assistant vice president-operations in 1980 and general manager in 1983. He received his B.S. degree from San Jose State College.

**Ted Mason,** 59, will be chief mechanical officer. He joined Santa Fe Railway in 1949. Mason was appointed assistant chief mechanical officer in 1971 and has been chief mechanical officer since 1980. He received a B.S. from the University of Colorado and an M.S. from the Massachusetts Institute of Technology.

**Herb Webb,** 50, will be chief engineer. Webb joined Santa Fe Railway in 1960 and was appointed division engineer in 1968, assistant chief engineer in 1974 and chief engineer in 1983. He earned his B.S. from Kansas State University and an M.S. from the Massachusetts Institute of Technology. □

*These senior executives have been designated to work out specific staffing and operating plans for the proposed Southern Pacific and Santa Fe Railway. Front row, left to right: Tom Fitzgerald, Eric Johnson, Mike Mohan, Larry Cena, Jim Fitzgerald and Joe Graziani. Back row: Jack Frestel, Jack Edwards, Herb Webb, Lloyd Simpson, Rollin Bredenberg, Bob Banion and Bob Byrne. Missing from the photograph is Ted Mason.*

# 1985 Off to Slow Start

January's carloadings on SPT declined by 3.9 percent from the level of traffic in January of 1984. Intermodal activity was down only slightly (−0.5 percent), while Transportation Equipment dropped 6.6 percent.

A general slowing in economic activity, as well as poor weather conditions in the central and southern states adversely affected January's carloadings.

Intermodal carloadings were down primarily as a result of a slowing in economic activity. It is expected that growth in TOFC/COFC traffic will improve as the economy picks up during 1985.

Transportation Equipment was down 6.6 percent because of the loss of westbound General Motors traffic moving over Ogden to the Bay Area, which is not expected to return to SP.

Forest Products carloadings continue to be down because of high inventories at lumber yards which have reduced orders from mills.

Chemicals and Petroleum Products increased loadings by 2.6 percent primarily as a result of increased movements of LPG to Mexico from points in Texas, California and Kansas.

Agricultural and Food Products showed a decline of 16.4 percent as compared to January, 1984. The lettuce harvested in California's Imperial Valley was damaged by weather conditions, and the harvest was much smaller than expected. The small harvest resulted in higher prices per head at market which necessitated movement by truck. Adverse weather conditions also hampered shippers of Food Products in the Midwest and South. Customer pickup of cereal and flour for local distribution by truck increased in California and Texas. □

# SP–Santa Fe Merger

The second phase of public hearings before the Interstate Commerce Commission on the proposed SP–Santa Fe rail merger, which began on January 7, concluded on January 31.

During this phase SP and Santa Fe attorneys cross-examined witnesses from non-government parties opposing the merger or supporting trackage rights and other responsive applications of other railroads. Among those cross-examined were officials of the five railroads which have applied for extensive conditions: Missouri-Kansas-Texas, Tex Mex, Denver and Rio Grande, Union Pacific and Kansas City Southern.

On February 21, SP and Santa Fe submitted testimony in opposition to the trackage rights and other requested merger conditions.

On March 21, all governmental parties—local, state and federal—will file testimony and other evidence in support of or in opposition to the proposed merger and other requests. So far, the Department of Justice, Department of Transportation and the states of California and Kansas have indicated they will file papers.

On April 9, Phase III of the public hearings will begin. SP and Santa Fe witnesses will be cross-examined on testimony submitted in February. Then both sides will cross-examine government witnesses based on the documents filed in March. □

# Lacy Elected to SPTCo's Board

Vice President-Transportation William J. Lacy was elected to SPTCo's board of directors on January 17.

Lacy joined the Cotton Belt in 1944. From 1969 to 1979 he was assistant general manager first at San Francisco, then Houston. He was appointed general manager in 1979 at Houston, a position he held until being named vice president-transportation in 1982.

The other members of SPTCo's board are: Vice President Ed Ahern, Senior Vice President Marketing and Sales Jack Edwards, Vice President of Finance Eric Johnson, Chairman Denman McNear, Vice President and General Counsel Thor Miller, Executive Vice President Mike Mohan and Vice President Jack Sage. □

## Unit 'Auto Train' Moves Cars East

SP is providing a new high priority service called "Auto Train" carrying domestic and imported vehicles from the Los Angeles area to Texas, Louisiana and rail connections to the East.

"Auto Trains" depart from City of Industry, near L.A., moving enclosed multi-level auto carriers in unit trains.

As many as 85 rail carloads are handled daily, including General Motors products from Van Nuys, Mazdas from Port Hueneme, Hondas from the Port of Long Beach, and Nissans and Isuzus from the Port of Los Angeles.

A special cargo-protection feature in "Auto Train" is the SP-designed police surveillance car. With "Railroad Police" emblazoned on the sides, the car is a high-visibility deterrent to vandalism and theft.

This train enables SP to provide the two key elements that all auto manufacturers are looking for—consistent, expeditious service and damage-free movement. ☐

## New Sprint Train Between LA–Phoenix

A new sprint piggyback train called the "Sun Pig" began operating between the Los Angeles area and Phoenix in February.

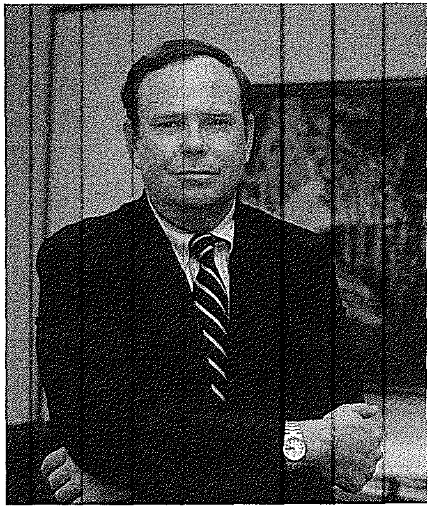
The "Sun Pig" handles time-sensitive consumer goods moving in container or highway trailers to the two major market areas, providing overnight delivery eastbound and westbound. It runs Monday through Friday.

Fully mechanized loading and unloading ramps at Phoenix and at SP's new $6 million intermodal center at City of Industry, near L.A., help expedite the service.

The "Sun Pig" is a sprint-concept—short, fast, and low cost—train containing 40 platforms for trailers and containers using SP's new fuel-efficient articulated cars and standard flatcars.

A cooperative agreement with labor unions enables the company to reduce operating costs by running the train without a caboose and allowing the same two-person crew to operate it for the entire 418-mile trip. Most freight trains between L.A. and Phoenix have a crew of four and crews are changed at Yuma.

The "Sun Pig" is designed after SP's successful "Texas Overnight Piggyback Express," a sprint train operating between Houston and Dallas. ☐



# Southern Pacific And Its Future

### An Interview with Executive Vice President Mike Mohan

*Mike Mohan, 39, was named executive vice president of Southern Pacific Transportation Company in December 1983 and has overall responsibility for all phases of the railroad operation. He joined SP as a management trainee in 1968 and has held a variety of different jobs including trainmaster, superintendent of the Los Angeles Division and vice president-maintenance. In an interview on February 14 with Public Relations Senior News Editor Jim Loveland, Mohan talked candidly about Southern Pacific and its future.*

**Q:** *What's the financial condition of Southern Pacific railroad?*
**A:** We are recovering from the effects of severe recessions in 1982 and 1983. The SP railroad had an operating loss of $6.9 million in 1982. In 1983 we made only $4.6 million on gross revenues of approximately $2.5 billion. In 1984 we made about $50 million on a gross of about $2.6 billion. Even with the sharp percentage improvement of '84 versus '83, our operating ratio was over 98 percent—in other words, in excess of 98 cents of every revenue dollar goes out in expense.

**Q:** *Why the focus on operating ratio?*
**A:** Operating ratio is another way of saying "profit from railroad operations." It is essential that we make the SP more profitable before merger. This profit is retained in the SPT Company as one of our principal sources of funds for all the track, facility and equipment capital investments we are making. There is no dividend paid to the holding company from our earnings. Profit, depreciation funds and borrowings are our sources of money for the $300 million or so a year we have been putting back into the property. There is a great urgency to generate the funds we need from operations to continue to improve our railroad.

**Q:** *Why does SP have this high operating ratio?*
**A:** The high ratio is due in large part to our traffic mix which includes very little in the way of bulk commodities, such as coal and grain, that can be handled in a cost-efficient manner.

Our traffic mix tends to be concentrated in commodities which require a very costly gathering and distribution operation, such as lumber, food products and miscellaneous merchandise traffic. This traffic mix and branchline network requires a large and expensive yard and road switching operation. By comparison, commodities such as coal can be handled in cost-efficient unit trains with virtually no gathering and distribution expense. While 100 cars of lumber may require four road switchers and a yard operation to handle the business, the same 100 cars in a unit coal train may require only the through freight crew. When you understand that the typical road switcher costs upwards of $250,000 a year to operate at today's wage rates and fuel prices, you begin to appreciate what we're up against.

Our traffic mix also puts us in a position of being in intense competition with highway carriers. Highway carriers, in the last several years since deregulation, have enjoyed larger, more productive equipment, more fuel-efficient tractors, and wage concessions from the teamster organization. As a consequence, the price of highway transportation is falling relatively and we are unable to charge rates which would allow us to generate the profit margins we need to justify long-term viability.

**Q:** *What can SP do about this?*
**A:** We are in a tough competitive position. The solution that managements at both Santa Fe and SP have turned to . . . is a merger of our two railroads. The Santa Fe has a larger concentration of bulk traffic than the SP, but both of us rank low on the overall national scale in terms of percent of car loadings in bulk traffic. By being able to reduce the cost of providing transportation through merger, we intend to restore our competitive postures.

In the time remaining before the merger, however, the SP has to take steps to become a low-cost producer in the markets it serves. We must provide our own solutions.

**Q:** *How?*
**A:** There's no particular magic about it, we have to cut our cost of operation. I think we all need to understand that we are living in an entirely different competitive environment than when both SP and the highway carriers were regulated. Under deregulation, the business will go to the carrier who can provide consistent service at the lowest price. You cannot provide a low price if your costs are high relative to the competition.

There are a great many things we are doing to try to cut our costs. Last year we instituted a new train operation based on providing fast, reliable service to that portion of the intermodal market that requires both speed and consistency. Intermodal traffic, which is less time sensitive, is now combined with manifest traffic. The overall result is a much more cost efficient line haul operation.

We have also taken a hard look at many of our unprofitable operations including many of our money losing branch lines. We have taken action in 1984 and will take further action in 1985 to reduce approximately 700 miles a year from the SP system through retirement or sale of unprofitable branches and secondary main lines. We must also look to closure of redundant facilities, trimming of staffs and to an extraordinary amount of cooperation from our people.

**Q:** *Is that another term for labor concessions?*
**A:** What we are dealing with now are new business agreements, particularly with the United Transportation Union and Brotherhood of Locomotive Engineers, which allow us to operate at reduced costs where new business opportunities can be identified.

**Q:** *Would this be like the new train SP is operating between Los Angeles and Phoenix—the Sun Pig intermodal train?*
**A:** That's correct. We are operating across a 418-mile district with a two-man crew. The Houston-Dallas sprint train is another example of cooperation between SP and the UTU and the BLE.

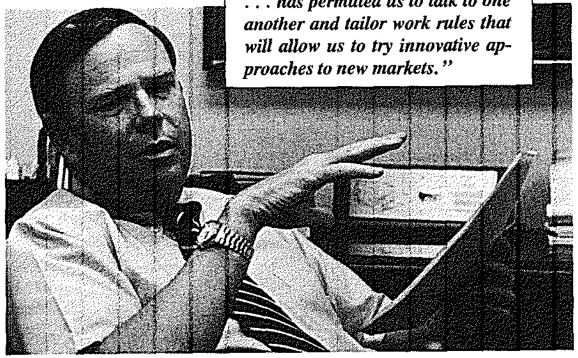
(Editor's note: The Sun Pig began regular five-day-a-week service on February 20 and provides overnight delivery of containers and trailers between City of Industry and Phoenix. The Texas Overnight Piggyback Express began operating between Dallas and Houston in June 1983.)

**Q:** *Is the Houston-Dallas sprint train making money?*
**A:** The Houston-Dallas sprint makes a marginally positive cash contribution, but it is the type of operation that with present train length restrictions will not in the long run pay for replacement of equipment and right of way. Similarly, we hope the City of Industry-Phoenix sprint train will soon build to a positive cash contribution, if traffic volumes develop. But the highway competition is so intense that, again, we can't charge the rates that we would like to be able to charge to make the operation truly profitable. Our money has to be made by further reducing costs.

Operations such as the sprint trains show some promise for making a contribution, even if it's not as much as we would like. I think the important point here is that it is labor-management cooperation that has permitted us to talk to one another and tailor work rules that will allow us to try innovative approaches to new markets. We hope these experiments will produce more joint labor-management innovations to attracting profitable business to the railroad.

I think the message that everybody should hear is that for a merchandise handling railroad, such as the SP, we simply can no longer live with the barriers to productivity that some of our labor agreements present us. We need the relief that we have asked for on a local basis and we also are looking forward to a more productive set of work rules from the national negotiations which are going on now.

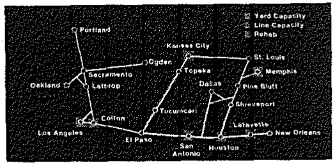
These rules must allow us to compete with the highway carriers. The tremendous hope for the rail industry is that we can achieve productivity through creation of work rules which permit the job to be done efficiently. Railroad wages are among the highest in industry and we must allow productivity to happen if those wage levels are to continue.



***"Labor-management cooperation . . . has permitted us to talk to one another and tailor work rules that will allow us to try innovative approaches to new markets."***

**Q:** *What kind of physical shape is SP in?*
**A:** Generally good. We are rapidly rebuilding our main line core.

**Q:** *What does main line core mean, and where is it?*
**A:** Our main line core is the 7,400 miles we have identified of our 13,000 route miles where we either can make an acceptable return on investment or believe that we have the prospect of making one in the future under the right conditions. This core from east to west is the Overland Route from Ogden to the Bay Area; Portland to Los Angeles; and from Los Angeles east to Kansas City-St. Louis-Memphis, and to New Orleans.



*This schematic map shows SP's main line core—approximately 7,400 miles of track where SP has been concentrating its route improvements and solicitation efforts. The red squares show where work is underway or completed to increase yard capacity. Blue indicates where capacity is being increased by extending sidings and upgrading signaling. Green indicates major track and yard rehabilitation projects.*

We started in 1978 with over 2,500 miles of slow order on this core route system and by the end of 1984 had reduced that to less than 700 miles. We have essentially restored the entire southern tier core from Los Angeles to New Orleans, Memphis and St. Louis to 70 mph and 60 mph freight operations. We have completely retied the east line between El Paso and Tucumcari. By the end of 1985 we will have continuous welded rail on two-thirds of the former Rock Island, between Tucumcari and Hutchinson, Kansas. And by the end of this year, one-third of the east line between El Paso and Tucumcari will be converted to continous welded rail. Across the SP main line southern tier by the end of 1985, with some minor exceptions, we will have continous welded rail. We will continue with track upgrading on the north-south route through 1985 and complete our three-year rehabilitation program in 1986 on a portion of the Overland Route. Our three-year core upgrading commitment, which was for 300 track miles of new rail and two million ties each year, is progressing on schedule.

**Q:** *What's going to happen to the causeway across the Great Salt Lake in Utah? It is being threatened by rising waters and it's one of the core routes.*
**A:** The causeway has cost, in the last two years, approximately $50 million to retain access to the Ogden gateway. Since its opening in 1959 it has cost over $150 million. The rise of the Great Salt Lake has caused the State of Utah to put before the Legislature a $50 million project to pump water out of the south arm of the Great Salt Lake into the west desert. We are hopeful for and supportive of the state's efforts and look forward to project implementation in 1985. Should the project not go through, we would be forced to examine other options because of the unacceptable economic burden.

**Q:** *Let's talk about the merger for a moment. What does SP do if the merger doesn't happen? What if the Interstate Commerce Commission either denies the application to merge or imposes conditions that management believes are unacceptable?*
**A:** The SPT is in a protective voting trust arrangement with its common stock held by the Valley National Bank of Arizona. We are not controlled by and are completely competitive with the Santa Fe Railway until the merger is consummated. The ultimate ownership of the SPT's stock does, however, reside with the Santa Fe Southern Pacific Corporation. Although the corporation exerts no day-to-day control over SPT's activity, as a term of the voting trust, the decision on what to do with the SPT if the merger should not be approved resides with the management of the Santa Fe Southern Pacific Company. The obvious possibility is sale of the property.

**Q:** *SP people are concerned about the merger. They are worried about what's going on . . . what's going to happen to their jobs. What can you tell them?*
**A:** There are uncertainties. If you are an employee who is involved in field level operations on either railroad . . . morale seems relatively high because the effects of the merger are felt less at this level than they are at the locations where management personnel are employed. For management personnel, the concerns are almost always the same. Will I have a job and what will that job be? Where will I be headquartered? The only way to address that is with patience and in a systematic manner. A 14-man group has been named—seven executives from each railroad—to begin to answer these types of questions.

This group has already met and will meet more frequently as the merger draws closer. As soon as the form of the basic organization is known, then we will begin the task of identifying the people who will fill the jobs. We will handle the matters of organization and personnel selection methodically and as rapidly as can be done.

(Editor's note: Mohan has been designated vice president-executive department for the proposed Southern Pacific and Santa Fe Railway. He is a member of the 14-man group which is developing an organization chart for each department.)

**Q:** *There is a move by some shippers to change the Staggers Act. What kind of threat is that to the railroad industry?*
**A:** The reregulation threats are real and immediate. I think a recitation of recent history will help you understand what the regulated environment was like prior to passage of the Staggers Act of 1980, which permitted partial deregulation of the railroads. Over 35 percent of the national rail system was in bankruptcy. The Penn Central had collapsed financially and its collapse threatened the collapse of many of our other economic institutions.

The Staggers Act allows us pricing and profitability freedoms which we had not enjoyed. Most importantly, it allows us to compete with the trucking industry, which has become almost totally deregulated. Those who would have us reregulated do not understand that a regulated railroad industry, unable to compete with the deregulated highway carrier industry, would quickly slip into a position worse than what had existed prior to deregulation. It would be a simple matter for highway carriers, realizing our inability to react, to simply improve efficiency, reduce rates, and take all the business off the rails. We have been joined by many of our shippers, who are enjoying the benefits of deregulation, in creating an active and vocal rail and shipper support group to defeat reregulation efforts.

You also must remember that railroad deregulation is part of a national policy begun in 1980 to deregulate railroads, airlines and the highway carriers. It was perceived as being in the national interest because the effects of competition have generally been to keep freight rates down and that has almost certainly been beneficial for the industry as a whole.

**Q:** *Staggers allows the railroad industry to compete more virgorously with trucks. Have we made any progress in meeting the challenge from trucks?*
**A:** We have made significant progress. In each of the last two years we have seen our intermodal business increase by 25 percent. The profitability associated with handling the business is low but we believe strongly that the future of general merchandise transportation lies with intermodal technology. We intend to continue to be an industry leader in the intermodal field and will look for ways, through evolving equipment technology and more productive labor agreements, to make the business pay.

**Q:** *SP is making a large commitment to the new Intermodal Container Transfer Facility in southern California. What will that mean to SP in the future?*
**A:** We have entered into a joint venture with the Ports of Los Angeles and Long Beach to construct a new intermodal transfer facility in the Los Angeles/Long Beach harbor area. This is a $62 million project with SP providing $16 million for access to and support of the facility and guaranteeing the bond obligation to finance the rest of the construction. The facility will open in 1986 and is projected to generate 360,000 container units annually within a few years. It will provide the SP, which will be the sole serving carrier, with a major competitive advantage in the growing international intermodal market.

**Q:** *Haven't piggyback carloadings leveled off? We are not seeing the impressive increases every month the way we used to.*
**A:** Carloadings throughout the nation fell in January. National rail freight traffic dropped about 8 percent in the month of January. The SP's drop was a little less than the national average. We have, however, seen a leveling of intermodal growth. Intermodal shipments for January were approximately equal to January 1984, with the rapid growth having stopped. There appear to be two principal factors. Number one, a sluggish first quarter industrial sector which is affecting both rail and highway carriers. Secondly, intensifying competition from highway carriers resulting from the newer 45-foot and 48-foot-long, 102-inch-wide trailers, fuel efficient rigs, teamster wage concessions and declining relative fuel prices. With the enormous excess capacity in the trucking industry and with improving highway carrier efficiency, continued rapid intermodal growth may be stymied until our own work rules and productivity are able to advance at a pace faster than that of the truckers. ☐

***"In the time remaining before the merger, SP has to take steps to become a low-cost producer in the markets it serves. We must provide our own solutions."***

# The Sun Is Setting for Some Cabooses

Photo: Shirley Burman

As the work formerly done in cabooses is handled in new ways and places, the sun is setting for cabooses on the Sunset Route as far as Houston.

Cabooses are also disappearing on the route from Los Angeles to St. Louis via Flatonia and Corsicana, Texas, and from most locals and switchers.

In the old days, cabooses were the places where crews slept, ate and sometimes even cooked their meals and where the conductor worked on paperwork. Now crews stay in motel-type accommodations and eat at restaurants, while computers handle most paperwork. The caboose is no longer needed either as home or office.

Terms of two arbitration decisions, which followed a 1982 national agreement with the United Transportation Union, allow SP to eliminate cabooses on 25 percent of through freights (SP chose to eliminate most cabooses along the routes mentioned above) and on switchers and locals.

Last June, as soon as the new labor arrangements permitted, SP and Cotton Belt began cutting back the caboose fleet.

*Crew Size:* Cabooseless operations do not mean a reduction in crew size. Trainmen who once worked in the caboose will simply move to the head end, riding either in modified locomotive cabs or in trailing units. This year, Mechanical Department personnel will be modifying 120 locomotives to accommodate as many as five crew members comfortably. Systemwide, these locomotives will be used on single-unit local freights and road switchers.

*Safety:* To run through freights safely without cabooses, SP altered 327 train protection devices along our right of way from Los Angeles to Houston and to St. Louis. These warn of hot boxes and dragging equipment. SP also began preparing locomotives to receive radio messages from telemetric devices on a train's rear coupler. The telemetric devices monitor the air brake system's performance.

*Trackside protectors:* The modified trackside detectors "talk" to train crew members in the locomotive cab via radio.

Mostly along the cabooseless route, the Signal Department has installed 101 "talkers" on existing hotbox detectors and 226 talkers on existing dragging equipment or wideload detectors.

Today's trackside protectors rely on microprocessors, the little chips that have revolutionized electronics in the last 20 years and which look like robot centipedes. As trains pass by, trackside scanners generate an electronic signal, and, after making neccessary alarm decisions more accurately than previous installations have been able to, the microprocessor produces a taped voice message and transmits directly to the radios of train crews.

The microprocessor's "voice" can tell the train crews the location of a hot box, specifying which side of the train and the axle count from the front end. Talkers on SP's dragging equipment detectors do not yet provide wheel count locations of defects. They are "economy talkers." Their use has held down the cost of changing to the new system. The wheel count function can be added later.

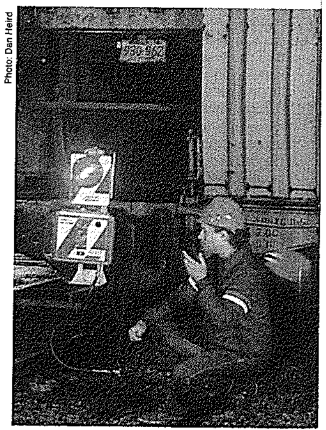


Photo: Dan Heird

*Car Inspector Tom Louks readies an end-of-train monitoring device on an intermodal train at City of Industry.*

Today's talkers perform more accurately than past installations in part because they have a "self test" function. As each train approaches, the units test themselves and if they detect any failure, generate a malfunction message to train crews, who in turn report the breakdown to signal maintainers.

The cost for updating the hotbox detectors with "talkers" was about $12,000 per location. The cost of updating the dragging equipment detectors with talkers was a more moderate $6,000 each because of the economies in their installations.

*On-train protectors:* To monitor air brake performance and end-of-train lighting and motion, the Mechanical Department is acquiring more than 100 telemetric end-of-train devices, and 20 percent of the high horsepower locomotive fleet is being wired to accept the new telemetry systems' portable radio receivers and UHF antennas.

Mounted on the locomotive control stand, the end-of-train device's receiver tells the engineer the pressure in the air brake system through a digital readout and whether the rear of the train is in motion. The receiver also sounds an alarm in air brake emergencies.

On the rear coupler of the train's last car is a marker light and a portable monitor/transmitter which measures and reports on air brake pressure. The monitor/transmitter is hooked to the air brake hose and also contains the device which detects motion.

The markers on cabooseless trains are as bright and as red as the lights on cabooses, but they flash, unlike today's caboose lights, which emit a steady beam. A light sensor built into the marker turns the light on at sunset and off at dawn, to save battery power.

*Savings:* Even though school kids—and kids of all ages—along the Sunset Route and elsewhere may not get to wave at a conductor as often as they used to, the economic arguments in favor of consolidating crews at the head end are hard to beat.

In spite of the expense of changing to new train protection systems, SP anticipates annual savings of almost $2.5 million from reducing the expense of operating and maintaining the caboose fleet.

SP is working hard to become a low cost producer of transportation services, and can't hold on to unnecessary expenses of the past. The competition won't let SP do it. ☐

## Presidential Appointments

President Reagan recently appointed Alan Furth and Jack Sage to two advisory committees.

Furth, president of Southern Pacific Company, was named to a panel to study management of America's nuclear arsenal. He joins former U.N. Ambassador Jeane Kirkpatrick and former national security adviser and Interior Secretary William Clark as presidential appointees to the seven-member panel. Congress, which created the task force to resolve a dispute over whether the Energy Department or the Defense Department should manage nuclear weapons, named the four other members. The panel will study ways to improve coordination between the two departments.

Jack Sage, vice president for Industrial Relations, was named to the President's Advisory Committee on Mediation and Conciliation. Sage is one of 11 persons named to the panel.

Executive Order 12462 outlines the committee's duties: "The committee shall advise the President and the Director of the Federal Mediation and Conciliation Service on methods of improving the efficiency of mediation of disputes arising under collective bargaining agreements and on other matters . . ."

*Furth*

*Sage*

Sage was selected "because of his special knowledge and familiarity with labor relations problems," according to the President.

U.S. Senator Pete Wilson (R-Calif.) describes Sage's appointment as "an exceptional and coveted honor to be asked by the President to serve our nation. I know that your recognition was richly deserved . . ."

Sage has nearly 30 years experience in labor relations. Before joining SP in the fall of 1982, he was senior vice president–administration for Continental Airlines. Prior to that he was vice president–industrial relations at Allied Corporation and director of employee relations at Campbell Soup Company. ☐

## Beaumont Employees Receive Award

Three employees at Beaumont, Texas have been presented with the Lafayette Division's Superintendent Award for their efforts to save the life of a co-worker who suffered a heart attack on the job.

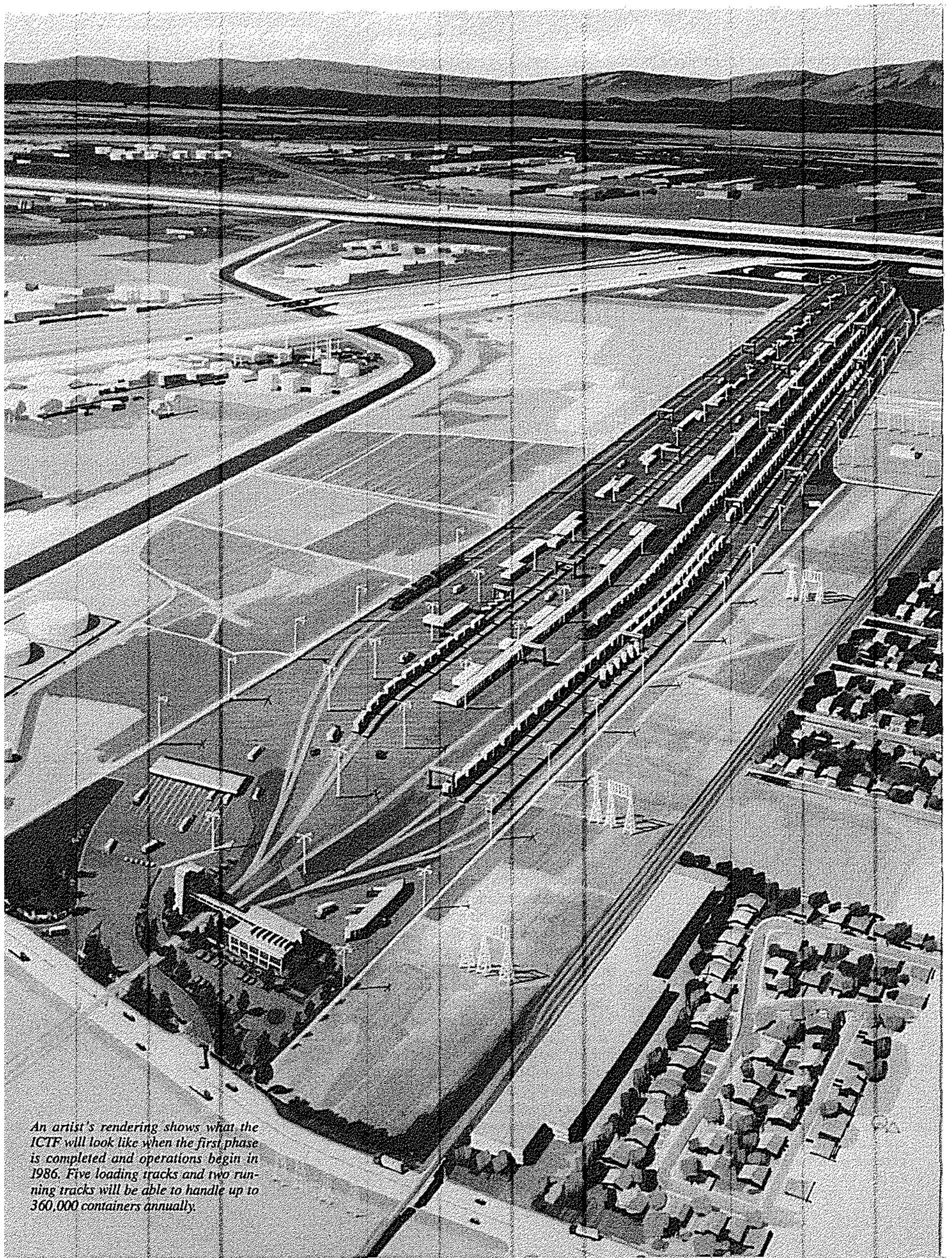
Clerks A. L. Stephens and Larry Reddell were working in the Yardmaster's Tower when Stephens collapsed. Reddell called for assistance and moments later Clerk Peggy Perkins arrived on the scene. She quickly showed Reddell how to perform heart massage and then began administering mouth-to-mouth resuscitation. Mike Pendergrass, road foreman of engines and a CPR instructor, arrived at the tower within minutes and the three were able to restore Stephens' pulse before medical assistance arrived. Despite the heroic efforts of the employees Stephens died the following day.

Superintendent Wayne Martin commended the humanitarian efforts of these employees when he presented the awards. "You knew what to do in an emergency and responded quickly to help a fellow employee. We're all very proud of your efforts."

Last year, Perkins was one of approximately 200 employees who completed CPR and First Aid training as part of the Lafayette Division's safety program. This year, recertification classes will be held for CPR card holders. ☐

Photo: Jack Mann

*Lafayette Division Superintendent Wayne Martin (right) presents certificates to (left to right); Peggy Perkins, Mike Pendergrass and Larry Reddell.*



*An artist's rendering shows what the ICTF will look like when the first phase is completed and operations begin in 1986. Five loading tracks and two running tracks will be able to handle up to 360,000 containers annually.*

# ICTF Makes the Transition From Ship to Rail Fast and Efficient

*SP teams up with two ports to construct and operate the largest international intermodal container transfer facility in the U.S.*

The first of 23,285 railroad ties was set in place on January 22 in a ceremony marking the start-up for one of the most important projects undertaken by Southern Pacific.

The $62 million Intermodal Container Transfer Facility (ICTF), a joint project of SPTCo and the Ports of Los Angeles and Long Beach, will be the largest intermodal facility in the United States dedicated to handling international traffic.

SPTCo, under an agreement with the Joint Powers Authority of the two ports, will oversee the three-phase construction project and will be the facility's exclusive owner-operator. First-phase work started on November 26, 1984 and the yard is scheduled to begin operating in the spring of 1986. However, the entire project is not expected to be completed until 2000.

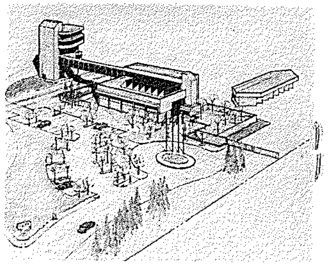
The ICTF represents a bold step by SP and the two ports to attract more business through this international gateway by providing shippers with the most efficient West Coast facility for handling international containers.

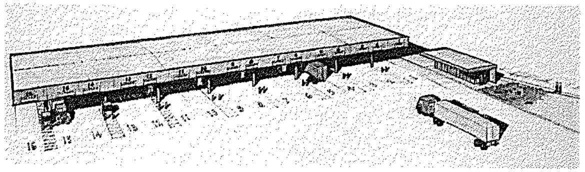
The ports of Los Angeles and Long Beach are the two busiest harbors on the

Photo: Ray Tyler

READY TO SERVE YOU IN '85
Intermodal Container Transfer Facility
1ST OF 23,285 TIES

*SP Chairman Denman McNear (left) and Richard Wilson (second from right), chairman of the Joint Powers Authority, and other representatives laid the first tie during the groundbreraking ceremony on January 22. Left to right: McNear, Long Beach Harbor Commission President Jim Gray, Joe Zaninovich and Jun Mori of the Los Angeles Harbor Commission; Long Beach Mayor Ernie Kell; Eunice Sato, Long Beach City Council; Louise DuVall, Long Beach Harbor Commission; Vera Robles, councilwoman for the City of Carson; Wilson, and Los Angeles Harbor Commission President Frederic Heim.*





*Associate Designer Ron Kurihara (left) and Architectural Designers Lee Johnson and Ola Haagenrud (right) are part of the architectural staff that worked on such buildings as the Administration and Control Tower (above right) and the Gate Shelter and Booth. The Control Tower houses all operating functions and is the ICTF's nerve center. The Gate Shelter and Booth features 16 lanes—eight are reversible—to speed the movement of containers into and out of the facility.*

West Coast. Every day, 50,000 tons of containerized merchandise makes its way through these facilities. Last year that amounted to nearly two million TEUs—more than all other West Coast ports combined. (A TEU, or Twenty Foot Equivalent Unit, is a term used to measure the container capacity of a ship. Containers come in two sizes—either 20 or 40 feet in length. Therefore a 20-foot container equals one TEU and a 40-foot container equals two TEUs.)

About 57 percent of all West Coast minibridge traffic is already routed through the ports of Los Angeles and Long Beach. There is a good reason for this. They offer two attractive advantages for shippers in the Pacific Rim countries. First, they are at the entrance to the Los Angeles Basin—the largest commercial market in the western United States. Second, they provide an efficient minibridge connection to the markets of North America.

The use of the Los Angeles and Long Beach ports in conjunction with SP's various landbridge, minibridge or microbridge intermodal rail services will save a container ship up to eight days of sailing via the Panama Canal route to the East Coast.

International traffic destined for Memphis or Dallas will benefit from the SP connection in the Los Angeles area. Containers entering the U.S. through the ports of Long Beach and Los Angeles and routed on SP are 20 percent closer to Memphis and 50 percent closer to the Dallas-Fort Worth area than containers entering at Pacific Northwest ports.

SP handled nearly 164,000 containers in the Los Angeles Basin in 1984—59 percent of all container traffic on the system. The new ICTF, however, will be able to handle 360,000 containers a year in a more centrally located facility.

The ICTF is being constructed on a 150-acre site just 4 miles from the ports of Los Angeles and Long Beach. It is more than 20 miles closer to the ports than any other intermodal rail facility in the Los Angeles Basin. For containers that are continuing their transit by rail, the ICTF's convenient location will reduce transit times, ease truck traffic congestion on the freeways and thereby reduce air pollution from that traffic.

The ICTF is being built as a major hub center for international intermodal traffic and has been designed with the customer in mind. The goal is to dramatically reduce both the time and distance required to move the containers between port areas and the railhead.

The ICTF is a total system. A computerized, 16-gate processing system will enable shippers to use the ICTF around the clock. Eight of the gates are reversible for added efficiency. Personnel at the ICTF will use computers linked to the offices of the steamship lines to plan for a ship's arrival long before it docks. Advanced consists will alert ICTF personnel so they will have the people and power ready. With today's large ships, this is a critical factor.

"It wasn't so long ago that a big container ship handled 300 TEUs," says Bill Bourque, general manage-intermodal business planning. "Now, we're seeing ships come in with 1,250 TEUs. American President Lines' Lincoln Class container ships have 2,500 TEU capacity and United States Lines operates a ship that carries 4,000 TEUs."

Containers will be trucked the short distance from either of the ports to the ICTF to begin the rail portion of their journey. As many as ten solid piggyback trains, each hauling more than 100 containers, will arrive and depart each day. Outbound trains will depart directly from the transfer facility.

Construction on the first—and largest—phase of the project is expected to be completed in the spring of 1986.

This includes:

- Preparing the site by leveling and grading. This involves moving 600,000 cubic yards of material.
- Constructing five loading tracks and two running tracks.
- Installing paving, lighting and making various site improvements.
- Constructing 11 buildings that will be used for administration, maintenance or service.
- Building highway grade separations along Alameda Street and 223rd Street.

The facility will be able to handle 360,000 loads annually. Five loading and unloading tracks will have a capacity for 241 intermodal container cars. Parking space will be available for over 1,600 wheeled containers or trailers. Capacity for up to 200 refrigerated containers will also be provided.

Second and third phases of construction call for adding five loading tracks as traffic increases.

Although the formal ceremonies marking the start-up of the project were held in January, SP began exploring alternative sites for its intermodal operations more than four years ago.

Bill Bourque was involved with those early stages and worked in the concept, development and financing of the ICTF. "People in Accounting, Treasury, Governmental Relations, Operating, Engineering, Law, Management Services, Marketing and Sales—I'm sure just about every department in the company had a part in bringing this project to reality," Bourque says. "Many in the Los Angeles area were quite involved in the final stages—especially Bill Still (general solicitor in the Law Department), Mike Burke (division superintendent) and John Tierney (special assistant in governmental relations) were very helpful. It was a complicated but challenging task. When the deal was completed, there was a stack of 126 legal documents."

SP began working on the concept of getting rail access to a proposed yard serving the two ports in 1982. Then on January 19, 1983, the company's proposal for design and construction management was approved and SP's Design and Construction Group under the direction of Jim Lynch became the engineering consultants to the project.

"Our design incorporates state-of-the-art technology that has been tried, tested and proven," says Jim Lynch, engineer design and construction. "The ICTF was designed as a truck terminal with rail capacity, rather than a rail terminal with truck capacity. We wanted it to be functional and reliable, yet flexible. We streamlined the facility by trying to design out all the bottlenecks."

Photo: Ray Tyler

*On site construction personnel for both the ICTF and Dolores Yard projects are (standing, left to right): Resident Engineer Mike Christensen, Systems Coordinator Harold Watson, Instrumentman Mick Digiacomo, Rodman Tom Geary, Project Engineer Harry Benstead, Chief of Survey Dennis Michel, Office Manager R. A. Moore. Kneeling: Assistant Resident Engineer Lewis Ruder, Materials Inspector William LeJeune and Chief Inspector Jim Harris.*

Fifteen engineers and designers from the Design and Construction Group were assigned full-time to the project. SP, along with the consultants it retained to assist with the work, developed the final project layout and design, along with construction plans and specifications.

Project Engineer Ray Adams and Assistant Project Engineer Bob Abbott have been involved principally with track design, paving and buildings—critical factors in the ICTF's efficiency. In Los Angeles, Public Projects Engineer Kent Gale and Project Engineer Harry Benstead coordinated the design work with the various utilities and public agencies.

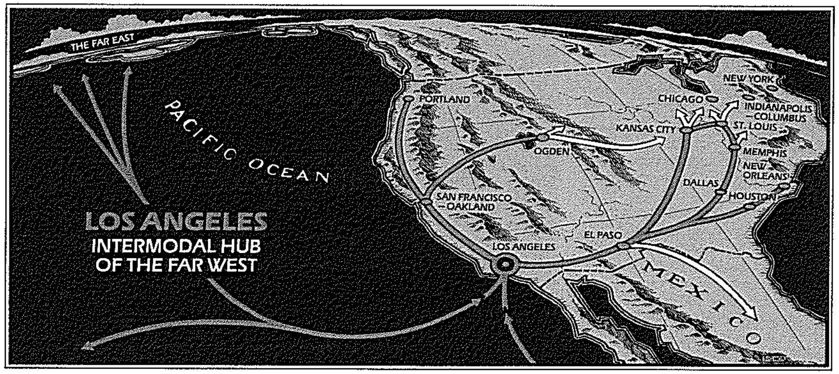
"We worked closely with the intermodal department to determine traffic circulation and the general scheme about how the facility would operate before deciding on the layout of the track," says Adams. "The fact that we had a long, rectangular, almost level, parcel of land to work with helped tremendously in designing the approximately seven miles of track within the ICTF."

Geotechnical Engineer Darrell Maxey is in charge of designing the paving. Approximately 115 acres of the 150-acre site is paved—an area equivalent to five miles of four-lane interstate highway. About 80,000 cubic yards of concrete and 100,000 net tons of asphalt will be needed for the project—the largest single purchase of paving materials in SP's history. Craneways of 15-inch concrete will be able to withstand wheel loads of 100,000 pounds.

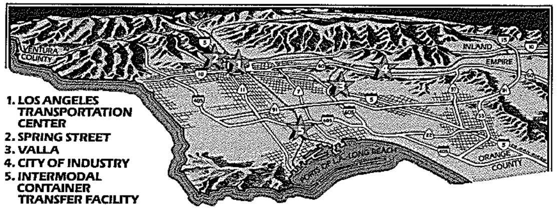
The cost of paving and grading—the two most expensive parts of the first-phase construction costs—is $15 million.

Grading work on the ICTF site, which began in late November, is now 75 percent complete. Nearly 600,000 cubic yards of material is being moved and recompacted to provide a nearly flat surface for construction. Once the grading is completed in March, work on the various underground systems—water, sewer, air, drainage, electrical and communication—gets underway.

"The grading and installation of the



*Above: The ports of Long Beach and Los Angeles are the gateway to international traffic destined for the Los Angeles Basin or inland points. SP's rail connection offers customers fast efficient service to every major population center stretching from the Pacific Coast across the southwest to the Gulf and river gateways of Houston, New Orleans, Memphis, St. Louis and Kansas City.* ***Right:*** *Southern Pacific presently serves the ever growing demands of intermodal traffic in the Los Angeles area with four intermodal centers. When the ICTF opens in 1986, its close proximity to the ports of Los Angeles and Long Beach will reduce drayage costs and transit times in the Los Angeles Basin area and provide the best rail connection for international container traffic.*



*The "Working Committee"—representatives who hammered out the fine print and legal details involved in such a complex project—meet for another round of discussions. Left to right: Frank George of the Port of Long Beach, Marie Martineaux and Rick Smith of O'Melveny and Meyers (which handled the bond financing), Los Angeles Deputy City Attorney Jerry Swan, Long Beach Deputy City Attorney William Emick, SP's General Manager-Intermodal Business Planning Bill Bourque and SFSP General Attorney Larry Telford.*

underground systems are two very important parts of our work during this first phase," says Adams. "It's been quite a job coordinating this work. We had to work with about 32 public agencies, utilities and pipelines on the ICTF project.

Architect George Fabrin and his staff of six architectural designers and civil engineers designed all eleven of the buildings for the facility.

The 16,000-square-foot Administration Building features a two-story atrium with skylights and will house SP management, accounting and sales functions.

An elevated walkway over the train tracks will connect the Administration Building with the Control Tower: a 10,000-square-foot facility that houses all of the top operating functions of the facility. A visitors' lounge on the fifth floor offers a panoramic view of the facility and may serve as a conference room. The sixth floor also offers a view for the key people in charge of yard activities—the yardmaster, pre-check and gate controllers and the person directing the loading and unloading operations on the ground.

The U.S. Customs Dock, adjacent to the Administration office, is a sheltered elevated platform that can handle up to 16 containers for inspection. It includes a small office/locker room and holding area.

The Gate Shelter and Booths cover 18,000 square feet and provide a covered area where containers are checked for damage and proper documentation. It is a free-standing, open-sided structure that provides 16 lanes for processing traffic into and out of the facility.

"The ICTF must be able to handle large volume of traffic at one time," says Fabrin. "A shipload of containers will arrive and need to be processed as quickly as possible." Eight of the lanes are reversible to expedite the flow of traffic.

A truck will arrive at the pre-check station where the driver will identify his load to an operator in the Control Tower. The operator will direct the truck to a specific gate where it will be inspected by the gateman. During the time necessary to drive from the pre-check station to the gate, the operator in the Control Tower will transmit information to a printer in the gatehouse specifying all moves for the driver within the terminal. This information will direct the driver to either a trackside spot or a designated parking area. After dropping the container, the driver will either pick up an outbound load, as directed by his print-out, or depart empty. At the exit gate, the driver will verify the moves he made in the terminal.

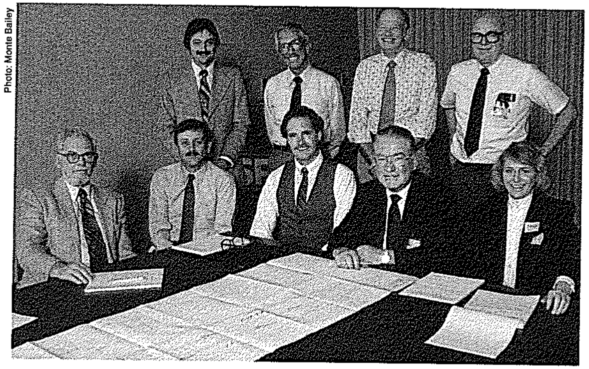


Photo: Monte Bailey

*Representatives meet in San Francisco to discuss progress on construction. Standing, left to right: Port of Los Angeles representative Carmelo Sabatella, Assistant Project Engineer Bob Abbott, Architect George Fabrin and Project Engineer Ray Adams. Seated: Project Engineer Bill Hollingsworth, Art Goodwin, project manager for the Joint Powers Authority, Resident Engineer Mike Christensen, Engineer Design and Construction Jim Lynch and Stacy Jones of the Joint Powers Authority.*

Other existing buildings on the property are being remodeled or modified to serve as office and locker areas, a fueling facility and a service area for tractors and chassis. A maintenance area for mobile cranes will be constructed where steam cleaning and routine maintenance will be performed.

Nearly $9 million is allocated to construct two grade separations. This will eliminate train operations over city streets and will give SP's trains unrestricted access to the facility.

Another $7.5 million has been allocated for improvements in Dolores Yard which is adjacent to the ICTF. Track relocation work is underway to reshape the yard to minimize switching across streets in the city of Carson. Six existing tracks are being moved and seven new ones will be built in the central part of the yard. Five new tracks in the south part of the yard will be added. Two of these are designed as ICTF support tracks and will hold empty intermodal cars that will be needed for loading outbound containers or trailers.

On site construction manager Mike Christensen, who is coordinating both the ICTF and Dolores Yard projects, says nearly 10 miles of track, 24,290 ties and 56,000 tons of ballast will be installed at Delores.

With construction now underway, representatives from SP and the two ports conducted a three-week, five country tour to Pacific Rim countries to promote the ICTF among shippers, streamship lines and business representatives. Representing SP on the trip were Vice President-Sales Joe Neal, Assistant Vice President-Intermodal Jim Brady, General Manager-Intermodal Business Planning Bill Bourque and Steve Lautsch, assistant vice president-sales at Los Angeles.

"The ICTF will greatly improve the economies and speed the movement of containers to and from, or through, the United States," Neal says. "When the ICTF starts operating in 1986, it will mark the beginning of a facility that will continue to expand and improve. SP's transportation network is the perfect complement for handling this growing segment of international business through the West Coast's busiest ports." ☐

## Gondola Cars Get New Lease on Life

*Now They're in the Chips*

Employees at the Mechanical Department's Houston Car Heavy Maintenance Plant at Englewood Yard in Houston have just completed rehabilitating 76 high-side gondola cars. The former SP cars were sold to Greenbrier Leasing Company, which contracted with SP to refurbish them.

"Although the other two heavy car shops at RAMAC and Pine Bluff have done work under contract to Greenbrier, this was our first job for them," says Plant Manager Andy Macejewski. "The 18 employees working on the project turned out a car a day during the three month project that began in late November."

Each car had its sides straightened, two cross bar supports installed to reinforce the side walls, extensive welding to strengthen the car body, and various other repairs as needed (such as refurbishing side posts and repairing wheel assemblies). The cars were then sand blasted, given a fresh coat of paint, stenciled, inspected and released to Greenbrier.

The cars have been leased by Greenbrier to a shipper in South Carolina who is using them to haul wood chips.

While working on the wood chip cars, the workforce at Englewood's Heavy Car Shop had two other important projects underway: building a 27-car ribbon rail train and constructing four new "wheel cars" to transport assembled freight car wheels.

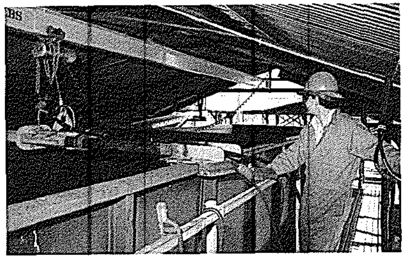
The ribbon rail train consists of 24 roller stand cars, one tie-down car and two tunnel cars that enclose the quarter-mile long sections of rail at each end. These specialized cars are being constructed from flat cars and the project is expected to be completed in April. This ribbon rail train will be added to the seven others that SP uses throughout the system.

The four wheel cars are also being converted from flats and each will be able to carry between 50 and 60 pairs of assembled freight car wheels. Two of the cars were completed in January and the remaining two in February.

Macejewski thinks that the 56 people working at the Heavy Car Shop are "the cream of the crop. They take a lot of pride in the work that comes out of this shop and they are very safety conscious."

1984 marked the fifth consecutive year without a lost-time injury for this plant—an enviable safety record that meets the Mechanical Department's goals to achieve zero accidents.

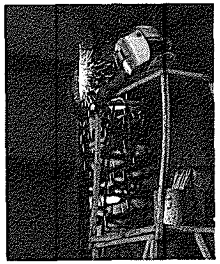
"These people have an intense interest in safety," says Macejewski, "and they take it very seriously. We've had a volunteer safety committee for seven years. They hold monthly meetings to discuss anything and everything that pertains to safety. Minutes are kept and action is taken to remedy problems. In addition, supervisors conduct a weekly 15 minute safety meeting. They offer a safety tip at the beginning of each work day." ☐



*Carmen Mike Langhammer (right) and Bernie Huff straighten out the sides of a gondola car.*

*Steno Clerk Glenda Womack keeps the office and paperwork running smoothly.*

*The safety committee holds monthly meetings. Left to right: Passenger Car Painter Calvin Roach, Freight Car Welder Paul Vial, Car Foreman Carroll Williams, Crane Operator B.C. Roy and Lead Work Inspector Tony Suarez.*



*Freight Car Welder K.C. Grantham works on reinforcing the side walls.*

## Planning Your Retirement

A 22-page phamphlet on railroad retirement is available from Personnel Services in San Francisco. The booklet provides answers to frequently asked questions in connection with benefits available to railroad employees covered by labor agreements applying for age annuity or disability annuity from the U.S. Railroad Retirement Board.

The pamphlet is divided into sections covering the following areas: benefits available to agreement retirees, U.S. Railroad Retirement Board, insurance, passes, addresses for Travelers insurance claims, addresses of Travelers local service offices and addresses of railroad retirement board district offices.

If you are planning your retirement, a copy of this pamphlet may be obtained by writing T. P. Cox, supervisor of Personnel Services, Personnel Services, Southern Pacific Building, One Market Plaza, San Francisco, CA 94105. ☐

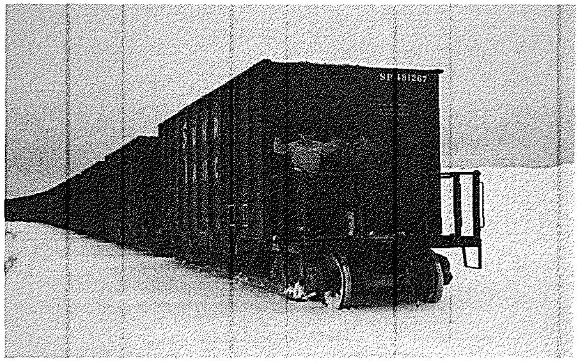


Photo: Redland Worth Corp.

*It looks more like Alaska than Texas. Conductor Terry Littlepage (right) and Raymond Garcia, an employee of the Redland Worth Corporation, line up rock cars at Beckmann, Texas.*

## Snowstorm Chills San Antonio

"Snowstorm of the century," is how the National Weather Service characterized the 13½ inches of snow that fell on San Antonio during a 26-hour period on January 12 and 13, 1985. The unusual weather was quite a departure from the mild winters typical of this sunbelt city.

Highway and air traffic was at a virtual standstill in the Alamo city but things weren't quite as bad at SP's East Yard terminal. Through the efforts of many dedicated SP employees, the trains kept moving.

Terminal Superintendent J. F. Earl estimated that 75 percent of scheduled trains operated during the storm. The terminal was able to make-up and run all of its through trains, but some originating trains were not operated. In addition, a limited amount of switching was performed.

Earl also noted that regular interchange with the Missouri Pacific and Missouri-Kansas-Texas railroads was accomplished. Only essential industry work was performed, but this had little effect on San Antonio's business activity because Mayor Henry Cisneros declared Monday, January 14 a business holiday.

Mechanical problems were minimal and there were no damaged locomotives. San Antonio Locomotive Plant Manager M. S. McCrary said, "we took all the necessary steps to protect our locomotives from the cold weather and suffered no problems." Diesel fueling facilities at East Yard and Kirby remained operational throughout the storm.

Frozen switches presented the greatest problem. Maintenance of Way and Signal Department personnel waged a constant battle against the storm to keep switches free of snow and ice. Slippery roads prevented some employees from getting to work and walking conditions were hazardous throughout the yard.

Even the task of weighing freight cars was complicated by the snow. Special tariff provisions for weighing open-top cars were used, according to J. F. Byous, assistant trainmaster-agent. These provisions provide a formula for determining a car's actual weight by compensating for the weight of accumulated snow in the car. Byous said that this was probably the first time this procedure was used in San Antonio.

In spite of the many problems encountered by employees, there were no job-related injuries during the storm. Earl said, "I am extremely proud of all employees of the San Antonio terminal for their extraordinary performance in safely dealing with the unusual weather. I'm sure that Mr. Henson and the other Division officers are equally proud of this performance."

Snowfall also hampered operations at other locations on the San Antonio Division. Del Rio reported an 8-inch accumulation while Sanderson had 10 inches. Valentine received 4 inches of snow and El Paso had 7 inches.

*—Stuart Schroeder*

## The Problem That Will Not Simply Go Away

"It's considered to be in poor taste to have to talk to someone about their drinking problem or use of drugs," says Russ Tomren, "but you're not helping them or yourself if you do nothing."

Tomren, a train dispatcher in Los Angeles and chairman of Los Angeles TPS Committee #2, believes that substance abuse endangers all of us. "We can help these people by letting them know what assistance programs are available and applying some positive peer pressure to encourage them to seek help."

The first step in dealing effectively with alcohol or drug abuse is to learn about it and understand it. Explains Tomren: "We need to educate ourselves in order to be able to talk intelligently to others about these problems."

LA Committee #2 is doing just that by offering its "Substance Abuse Awareness Forum" to employees at major points within the division. The four-hour program features Dr. Al Gillespie, a pharmacologist who dispenses accurate information and honest answers to questions about drugs or alcohol. The purpose of Dr. Gillespie's non-judgmental presentation is to open the channels of communication and direct employees toward real progress in dealing with the impact drugs and alcohol may have in their jobs and personal lives.

Gillespie incorporates films and slide presentations as part of his discussion on the effects of drug and alcohol dependency, long and short term physical and mental effects, polydrug abuse, patterns of use and current testing procedures.

The Los Angeles division superintendent has been part of the program—reiterating SPTCo policy, discussing drug screening procedures, and explaining and identifying programs and resources available for employees who have a substance abuse problem.

SP recognizes alcohol and drug abuse as a treatable medical problem and offers confidential assistance to anyone who wishes to ask for it through the Employee Assistance Program. The members of LA Committee #2—a group of typical employees representative of all the operating crafts—wanted to call more attention to the problems *and* the solutions by putting together their own program for co-workers.

"None of us on the committee are counselors," Tomren emphasizes, "but the majority of the committee's members have had substance abuse problems and are now recovering. We hope to offer some assistance as an alternative source of reliable and current information. We felt that some employees might be more comfortable talking to one of their peers. We don't keep records—everything is completely confidential.

"These forums," says Tomren, "are the first step in what we hope will become an on-going effort to help raise awareness and understanding of the psychological undertrappings associated with substance abuse." ☐

*Los Angeles TPS Committee #2 sponsored a series of forums on substance abuse. Members of the committee and participants in the seminar are (front row, left to right): Brakeman John Krumwied, Secretary to Terminal Superintendent Valerie Sims and Train Dispatcher Russ Tomren. Back row: Clerk Gloria Stratford, Brakeman Cary Westcott, Locomotive Engineers Richard Brand, Mike Underwood and Mike Phillips, and Dr. Al Gillespie, featured speaker.*

# TPS Today

*Transportation Problem Solving Committees give employees an active voice in shaping the future of the company.*

A spring switch at Victoria, Texas cost $17,300 to install, but is saving $30,000 a year in train delay, labor, fuel and equipment ownership costs. The members of TPS Committee #1 under the direction of its chairman at the time, Switchman John Ready, accomplished this improvement.

The "1307" program trained every clerk and conductor at Strang in documenting and assessing switching charges. During the last half of 1984, the program brought in $76,500 more in switching charges than the same period in 1983. Clerk Steve Radney and Locomotive Engineer Ed McKenzie, members of Strang TPS Committee #1, developed and implemented this program. TPS committees at Beaumont, El Paso, Englewood Yard, Lafayette, Los Angeles, San Antonio and San Jose have set up their own 1307 programs.

These are two examples of the more than 350 projects that 121 Transportation Problem Solving Committees around the system have been investigating, analyzing and in most instances, finding workable solutions.

"TPS offers an opportunity to work on a problem affecting our jobs and the way the company works," says Russ Tomren, a dispatcher in Los Angeles and chairman of TPS Committee #2. His committee is involved with the serious subject of alcohol and drug abuse (see accompanying story).

Transportation Problem Solving began in 1981 and is a concept unique to Southern Pacific. It is creating a labor-management climate which promotes increased awareness, communication and cooperation and recently has attracted the attention of the Department of Labor and other railroads.

"Our employees who participate in the program get a sense of satisfaction from their involvement," says Bob McClanahan, superintendent of the Pine Bluff Division. "They appreciate the fact that their views are given consideration."

The concept is simple. TPS is a structured means of allowing the person doing the job to identify and solve problems related to that job. It gives employees an active voice in shaping the future of the company and making SP a more efficient and competitive railroad, as well as a better place to work.

After undergoing a two-day training program, employees form committees to work on transportation problems in their areas. They write objectives, apply problem solving techniques, identify and interview people who have a direct interest in the project, collect pertinent data and thoroughly research the problem. During this process, they examine SP not only from the employees' point of view, but also from a customer's and financial analyst's.

Committees throughout the system are working on projects that fall into seven categories:

**Train Operations:** This includes train schedules, spotting procedures, signal locations, switching procedures, track configuration and radio communication congestion. For example, Committee #1 at Commerce, Texas requested that a road switcher at Carrollton be re-established to improve service and recover revenue lost to trucks in the Plano, Texas area. During a single four-week test period, the

*Continued on page 20*

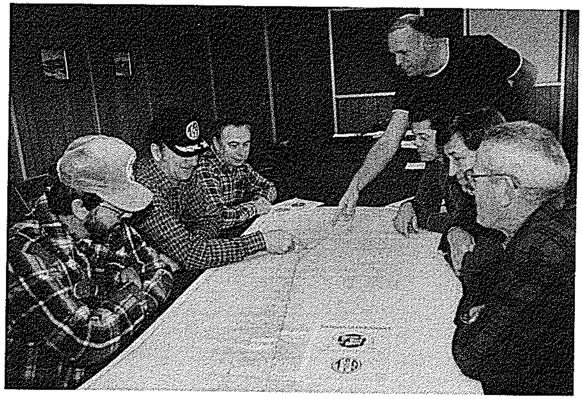


Photo: Jim Johnson

*With the "Railroad Atlas of the Kansas City Terminal" a successful first effort (foreground), TPS members are hard at work on the second volume that will provide a rail route map of the entire division. Members are (clockwise): Switchmen Jim Spiegelhalter (standing), chairman, and Terry Beets; SP Police Lieutenant Bill Whitehouse, vice chairman and secretary; Clerk Jim Dwyer; Switchman Judd Williams and Carmen Dan Crider and Ray Lozano.*

## Kansas City Railroaders Map Strategy

If you don't know where you're going, how will you know when you get there?

The Cotton Belt's Kansas City TPS Committee #1 decided the creation of a "Kansas City Railroad Atlas"—a "road map" of all rail facilities for the dozen railroads serving Kansas City, the second busiest rail terminal in the country—was something that was long overdue.

The committee contacted each of the railroads that operates in Kansas City, requested yard maps, and obtained specific operating instructions applicable to each terminal. Clerk Lester Marshall from Englewood TPS Committee #2 contributed to the project by re-drawing the maps to conform to a uniform format. The atlas tells not only how to reach each terminal facility by rail, but also how to find it from city streets or interstate highways.

When the final product appeared last fall, it became an immediate "best seller" among Cotton Belt employees, the connecting railroads and customers. Now, members of the committee are planning a second volume: a guide to all facilities on and connecting with the entire Kansas City Division.

In addition to the atlas, this TPS committee—the first established on the Kansas City Division—also developed an "Employee of the Month" award.

The committee solicits nominations from employees for names of individuals among their ranks of fellow workers who have distinguished themselves not only as good, conscientious workers who go the extra mile on the job, but who also pitch in to help with community projects like Scouting, youth athletics, volunteer fire departments and holding elected offices. Selection of the winner is done by the TPS committee and the winner is awarded a framed certificate by the superintendent.

***—Jim Johnson***

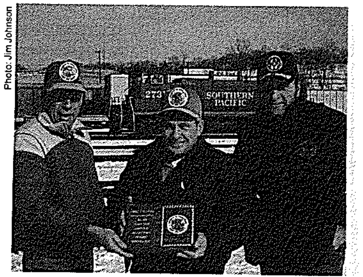
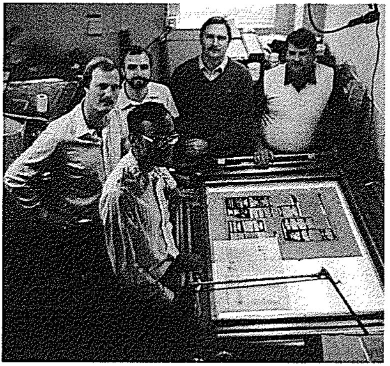


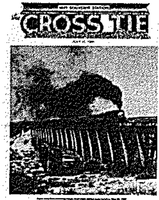
Photo: Jim Johnson

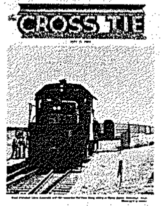
*Switchman Jim Spiegelhalter, chairman of the Kansas City TPS Committee, and Carman Dan Crider, a member of the committee, admire the plaque awarded Switchman Don Inman as the "Employee of the Month." Inman, the first recipient of the award, designed the Kansas City Division's official logo.*

Photo: Bill Neill



*Members of "The Crosstie's" staff check the progress of their current issue at the printer's office. Clockwise, from foreground: Editor Bill Neill, Steve Richter of Accurate Litho & Printing Co., Assistant Editor Stuart Schroeder, Photo Editor David Arms, and Dan Reed, correspondent from Sherman, Texas.*





## Communicating Across the San Antonio Division

What's the word on the San Antonio Division? It's in *The Crosstie*, a publication that is the bright idea of San Antonio TPS Committee #2.

The first issue rolled off the press in January 1984. It is now published every other month and goes out to about 1,960 employees and their families who work on one of SP's largest divisions geographically—a territory that extends from east of El Paso through central Texas and up to the Dallas-Fort Worth area.

"*The Crosstie* was begun to create a sense of team or family," says Neill, the magazine's editor. "And through that 'uplifting' sense, maybe the San Antonio Division will be a more efficient and friendlier place to work"

Sharing the workload with Neill is Stuart Schroeder, a train dispatcher trainee at San Antonio who serves as the assistant editor. They also depend upon the writing and editing skills of Assistant Terminal Superintendent Ron McCall at San Antonio, Train Dispatcher Randy Luce at San Antonio and Locomotive Engineer Tom Whitehead and Carman Ray Essary at Austin. Brakeman Eric Anderson of Austin carries his camera while on the road and contributes "people" pictures.

The magazine offers a variety of information: details on projects, explanation of policy, division activities at terminals and stations, items of interest from all the departments represented on the division, safety information, reports from the far-flung correspondents, and of course news of TPS committee activities.

"None of us had ever worked on a magazine before," Neill says. "We learned by trial and error and with the guidance of a good printer who coached us in the steps involved with putting out a publication. It's taken a lot of our own time, but I think all of us see the importance of the magazine and how well it's been accepted."

*The Crosstie*'s success, Neill acknowledges, is also due to the support of San Antonio Division Superintendent Art Henson. "He has encouraged and helped us. And in nearly every issue he's contributed an article or a question-and-answer column that offers insight into the division and the company's overall operations. He's also allowed us total freedom in putting together the issues. I think that has been very important to *The Crosstie*'s acceptance among employees."

Adds Henson: "*The Crosstie* is the best example of a project that has no direct cost benefit, but which returns an inestimable amount of good will and has a great bearing on employee relations. It is in great demand, not only on the division, but across the system." ☐

**TPS Today**

*From page 19*

project resulted in a gain of $23,418 above the cost of operating the switcher.

**Communications:** Committees at Eugene; Victoria, Texas; and San Antonio have established division magazines. Tucson Committee #6 has sponsored "town hall" meetings for employees to hear presentations given by representatives from SP's top management, Ford Motor Company and Santa Fe Railway. Other projects include bulletin boards, suggestion boxes, recognition awards programs, open houses and family days, and other subjects that affect morale or attitudes.

**Cost Control:** This covers a broad area that ranges from paper waste to train delays. For example, committees have eliminated extra copies from computer generated forms and saved thousands of dollars that were being thrown away.

**Safety:** Projects have involved cleaning up the toe paths to improving safety at Englewood Yard. "Englewood Yard did not have a single lost-time day for a yardman during 1984," notes Houston Division Superintendent Dave Medley. "No one can remember if that has ever been achieved. The TPS committee at Englewood played large part in the safety effort." Also included in this category is first aid and CPR training and Operation Lifesaver promotion.

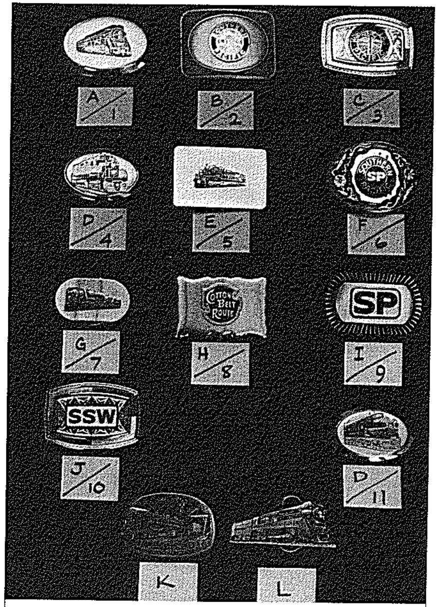
**New Business:** Ennis Committee #1, with the help of the Sales Department and Terminal management, contacted 575 customers in Dallas area during an 8½ month period. Not only did they generate new business for the railroad, they improved SP's public image and generated goodwill for the company.

**Customer Service and Relations:** TPS committees have visited SP customers in their communities to discuss how service might be improved and provide information about how customers can contact SP when they have questions.

**Training:** A rules enrichment program for both locomotive engineers and trainmen was undertaken by San Antonio Committee #2 and #7. At Tucson, a "Conductor's Class of Practical Application" provides a refresher course for conductors. Other examples include the 1307 program, and training for extra board clerks at Strang.

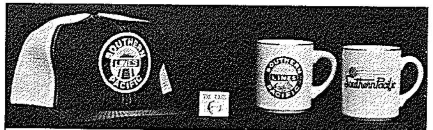
Employees interested in learning more about TPS should contact their division superintendent, plant manager or regional engineer and TPS training will be handled as quickly as possible. ☐

## Southern Pacific Club Offers Some Good Buys



**Belt Buckles $6.50**

Put together the combination you like best. LETTERS A through J describe the buckle BACKGROUND. NUMBERS 1 through 11 indicate a LOGO or ENGINE design. To order, indicate the LETTER and the NUMBER. For example, a customer who orders H2 receives the Sunset logo on the buckle background shown with Cotton Belt Route logo. NOTE: Buckle K (Cab Forward) and L (4449) must be purchased as shown—they cannot be added to a buckle background. On K and L indicate silver or gold color.



**Caps $6.00**

| | | | |
|---|---|---|---|
| **CP-100** | Royal & white mesh | **DC-100** | Royal solid |
| **CP-200** | Red & white mesh | **DC-200** | Red solid |
| **CP-300** | Black & white mesh | **DC-300** | Black solid |
| **CP-400** | Royal & royal mesh | **DC-400** | Navy solid |
| **CP-500** | Denim & white mesh | **DC-500** | Denim solid |

**Cups $4.50 Tie Tack $2.50**

| | |
|---|---|
| **CS-100** | Sunset logo with gold trim |
| **CD-200** | Southern Pacific diner car logo (brown) |
| **TT-100** | Tie Tack with Sunset logo in color. |

**Sweat Shirts Adult's $9.00 Child's $8.00**

| | |
|---|---|
| **SS-1** | Adult's White with navy blue Sunset logo (S, M, L, XL) |
| **SS-2** | Adult's Gray with navy blue Sunset logo (S, M, L, XL) |
| **SS-3** | Child's white with navy blue Sunset logo (S, M, L) |
| **SS-4** | Child's gray with navy blue Sunset logo (S, M, L) |

**Sweat Shirt with Hood Adult's $14.00**

| | |
|---|---|
| **HSS-1** | Adult's White with navy blue Sunset logo (S, M, L, XL) |
| **HSS-2** | Adult's Gray with navy blue Sunset logo (S, M, L, XL) |

**T-Shirts Adult's $6.00 Child's $5.00**

| | |
|---|---|
| **TS-1** | Adult's White with navy blue Sunset logo (S, M, L, XL) |
| **TS-2** | Adult's Blue with navy blue Sunset logo (S, M, L, XL) |
| **TS-3** | Child's White with navy blue Sunset logo (S, M, L) |
| **TS-4** | Child's Blue with navy blue Sunset logo (S, M, L) |

### ORDER FORM

**Southern Pacific Club**
c/o Don Carroll
One Market Plaza, Room 929
San Francisco, CA 94105

Telephone: (415) 541-1615
Monday–Friday 7 a.m.–3 p.m.

**Ship To:**
Name ____________________
Address ____________________
City ____________ State ________ Zip ________

| Amount | Item # | Description & Color | Price Each | Total |
|---|---|---|---|---|
| | | | | |
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All orders filled on a first come, first served basis.

**No orders accepted after July 25, 1985.**

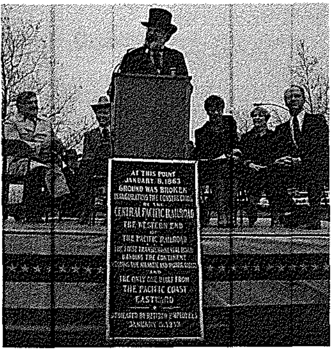
Sub Total ____________
**Postage & Service: Add 10% of total** ____________
Total Amt. Enclosed ____________

## Bulletin Board

**Mike Barnum** and **Mike Shannon,** an energetic pair of locomotive engineers working out of Dunsmuir on the Oregon and Sacramento Divisions, have embarked on a project to educate students to the dangers of playing on railroad rights-of-way or equipment and to help enforce the messages of the Oregon Operation Lifesaver campaign. They have scheduled 75 appearances in 30 communities between Red Bluff, California and Medford, Oregon through mid April. They expect to reach almost 25,000 youngsters —from kindergarteners to high school students.

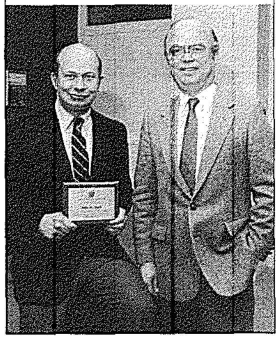
**Monroe Gilbert,** superindentent of Hazardous Materials Control at Houston, has been named "Operating Man of the Year" by the Southwest Shippers Advisory Board. Gilbert, a veteran of 38 years with SP, has worked in the hazardous materials area for 25 years. He's worked closely with individual shippers and organizations advising them on proper loading, bracing and blocking techniques for various loads, in addition to all aspects of safe transportation of hazardous materials.

A **United Way videotape** produced by Houston Public Relations Manager **Tony Aleman** and Car Inspector **Robert Castillo** captured an audiovisual award in a contest sponsored by the United Way of the Texas Gulf Coast. The video featured testimonials by employees who have been helped by United Way agencies and was used on the Eastern Lines to promote the 1984 United Way campaign.



**Rebuilding the Past** *Bill Gaylord, the "mayor" of Old Sacramento, addresses the audience attending a groundbreaking ceremony for the California State Railroad Museum's newest building—the Central Pacific Railroad Freight Depot. The Central Pacific was SP's predecessor. SP's Public Relations Manager Henry Ortiz (left) represented the company at the ceremony which was held on the 122nd anniversary of the groundbreaking for the western portion of the nation's first transcontinental railroad. The Freight Depot will be a reconstruction of the original Central Pacific Railroad freight shed which served as the western terminus for freight and was a landmark on Sacramento's bustling waterfront. The building is scheduled to open in the spring of 1986 and will be the ticket office for the Museum's live steam excursion train.* Photo: Shirley Burman

**A Noble Cause** *Three SP employees were among those honored at a luncheon hosted by the Irwin Memorial Blood Bank in San Francisco. John Stark (left), manager-equipment utilization; Dick Harper, assistant architect; and Ed Devine (not pictured), senior rate clerk in Rate Accounting, received plaques in recognition of the 10 gallons—that's 80 pints—of blood each has donated. Each has been giving blood for more than 20 years and they all say it has become second nature to take time to visit the blood bank up to five times a year. Employees throughout the system are encouraged to give the gift of life by donating to their local blood banks.*



## Appointments

**MAINTENANCE:** At San Francisco: **R. H. Knorr** *to manager-public projects; and* **D. P. Jumper** *to public projects engineer.*

**MARKETING AND SALES:** *Fleet Management:* At San Francisco: **R. R. Applegate** *to manager;* **J. A. Bader** *to asst. manager;* **D. J. Blake** *to manager-general service boxcars;* **W. C. Breslin** *to asst. manager-open equipment;* **J. A. Briedis** *to asst. manager;* **D. D. Draper** *to manager;* **R. A. Forster** *to sr. manager;* **T. M. Golden** *to manager;* **Ms. S. K. Huntington** *to manager of clearances;* **J. W. Kelcher** *to manager-equipment rents;* **S. H. Keire** *to asst. manager-special projects;* **A. H. Lindstrom** *to manager-equipped boxcars;* **E. J. Morrissey** *to group manager-fleet planning;* **K. E. Nygaard** *to manager;* **G. L. Pollitt** *to asst. vice president;* **P. J. Quinton-Cox** *to asst. manager-general service boxcars;* **R. A. Salazar** *to asst. manager-bulk service equipment;* **G. A. Sheperd** *to manager;* **J. W. Stark** *to manager-equipment utilization;* **L. V. Tate** *to asst. manager;* **M. R. Whitlock** *to manager-bulk service equipment;* **H. A. Williams** *to manager-fleet planning;* **R. W. Wolfe** *to senior manager;* **H. C. Wong** *to manager-open equipment;* **C.R. Wright** *to senior manager-budget and control;* **M. W. Zuercher** *to manager-special projects.* At Chicago: **W. J. Nebel** *to manager;* **L. Z. Makowski** *to asst. manager.* At Philadelphia: **M. C. Hoefert** *to manager.*

***Pacific Central Sales Territory:*** At Fresno: **Ms. V. M. Stafford** *to account executive.* At Salt Lake City: **D. K. Hein** *to sr. sales representative.*

***Pacific Southwest Sales Territory:*** At Los Angeles: **R. W. Torassa** *to account executive.*

***Southwest Sales Territory:*** At Houston: **D. C. Deffebach** *to asst. manager intermodal sales, Stamford.*

**OPERATING:** At Lafayette: **J. C. Moreaux** *to safety officer.*

**PURCHASES AND MATERIALS:** At San Francisco: **G. L. Norton** *to manager, budgets and forecasts.* At Oakland: **Ms. D. C. Allen-Aarhus** *to manager, A&WE materials.*

## Retirements

**GENERAL OFFICE, SAN FRANCISCO: J. J. Trabucco,** *general counsel.*

**HOUSTON DIVISION: G. Ballard,** *laborer;* **W. E. Brown,** *carman;* **E. Hobensee,** *clerk;* **B. Lavois,** *clerk;* **J. M. Long, J. R. Mayer, T. F. Molloy,** and **J. W. Pearce,** all *locomotive engineers;* **S. Saena, Jr.,** *carman;* **M. B. Slough,** *telegrapher;* **B. M. Vasquez,** *machinist (mech).*

**LAFAYETTE DIVISION: E. W. Boudreaux,** *locomotive engineer;* **R. C. Jennings,** *telegrapher clerk;* **J. J. Mattieu,** *brakeman;* **C. H. McNeeley,** *clerk;* **G. R. Nelson,** *yardmaster;* **J. W. Rivers,** *conductor;* **C. B. Robicheaux, Sr.,** *roundhouse foreman;* **S. M. Romano,** *fireman.*

**LOS ANGELES DIVISION: F. L. Acosta,** *laborer;* **R. A. Callahan,** *head clerk;* **F. L. Croce,** *yard helper;* **G. N. Debaun,** *switchman;* **T. E. Divine,** *clerk;* **H. N. Garton,** *truck driver;* **C. G. Gleason,** *crew dispatcher;* **R. H. Johnston,** *fireman;* **E. Lauderdale,** *carman;* **D. C. Lopez,** *laborer;* **D. A. Maurice,** *secretary;* **R. E. McCamey,** *switchman;* **E. B. Mickelson,** *clerk;* **R. J. Mitchell,** *wire chief;* **J. J. Mulryan,** *carpenter;* **F. Muscante,** *inspector;* **J. Q. Pereyda,** *laborer;* **W. L. Perkins,** *station supervisor;* **F. Purpura,** *locomotive engineer;* **F. Rumore,** *car inspector;* **L. C. Sauer,** *signal technician;* **E. T. Tenbrink,** *switchman;* **N. M. Topping,** *switchman;* **D. V. Wait,** *mechanic;* **R. J. Wesolowski,** *motor vehicle messenger;* **R. B. Whiteman,** *locomotive engineer.*

**OREGON DIVISION: D. L. Bromley,** *clerk;* **L. Crabtree,** *laborer;* **J. G. DePaepe,** *conductor;* **M. J. Forrest,** *yard helper;* **C. W. Homan, Jr.,** *asst. microwave eng.;* **R. A. Mee,** *car inspector;* **F. W. Randall,** *signal technician;* **M. E. Rooney,** *brakeman;* **G. D. Rose,** *switchman;* **H. Smith,** *locomotive engineer;* **K. L. Smith,** *laborer.*

**SACRAMENTO DIVISION AND REPAIR PLANTS: E. G. Alcala,** *carman;* **J. K. Compton,** *conductor;* **L. H. Cook,** *switchman;* **E. L. Cross,** *laborer;* **R. M. Counts,** *crane engineer;* **J. A. Del Rio,** *laborer;* **H. L. Hanns,** *clerk-telegrapher;* **D. G. Hoffman,** *sheetmetal worker;* **C. B. King,** *brakeman;* **B.O. Lee,** *timekeeper;* **M. E. Mitts,** *sheetmetal worker;* **H. L. Punzal,** *pipefitter;* **D. M. Samuelsen,** *draftsman;* **A. A. Shilin,** *electrician;* **H. H. Staser,** *cashier.*

**SAN ANTONIO DIVISION: L. Bowens,** *motor truck op.;* **E. E. Chappell,** *yard helper;* **T. D. Elliott,** *conductor;* **D. J. Horn,** *locomotive engineer;* **J. E. Gabbert, Jr.,** *brakeman;* **L. N. Martinez,** *laborer;* **L. Riedel,** *clerk.*

**SAN JOAQUIN DIVISION: C. Jones,** *foreman;* **J. R. Martinez, N. A. Scott, J. A. Wicks,** and **J. E. Wild,** all *clerks.*

**TUCSON DIVISION: R. A. Badilla,** *welder;* **J. C. Bell,** *secretary;* **F. Castillo,** *truck driver;* **A. R. Duron,** *machinist;* **D. S. Fraire,** *laborer;* **W. J. Henerfauth,** *conductor;* **C. J. Munoz,** *electrician;* **S. A. Pantoja,** *laborer;* **M. O. Rickett,** *car foreman;* **S. Rollins,** *welder;* **F. E. Sanchez,** *laborer;* **D. E. Scott,** *conductor;* **R. L. Simonson,** *machinist;* **J. C. Smith,** *locomotive engineer;* **G. H. Stopani,** *conductor;* **I. B. Vasquez,** *carman.*

**WESTERN DIVISION: J. Aguilar,** *foreman;* **R. R. Bornemann,** *equipment installer;* **M. L. Callahan,** *clerk;* **J. Cronin,** *car inspector;* **G. L. Lynch,** *chief clerk;* **D. H. Grove,** *maintenance analyst;* **D. D. McCurry,** *switchman;* **L. R. Priester,** *clerk;* **E. E. Rosa,** *locomotive engineer;* **L. D. Ticehurst,** *electrician;* **B. B. Wilk,** *conductor;* **D. M. Wolf,** *locomotive engineer;* **E. E. Wyland,** *locomotive engineer.*

**COTTON BELT:** ***Pine Bluff Division:*** **F. M. Clement,** *switchman;* **L. K. Couch,** *switchman;* **E. Dedrick, Jr.,** *laborer;* **E. D. Frederick,** *clerk;* **J. Guyer,** *clerk;* **P. P. Haas,** *carman;* **C. L. Johnson,** *switchman;* **B. Lockhart,** *laborer;* **C. Martin,** *motor truck op.;* **D. H. Nash,** *chief clerk;* **J. D. Rasberry,** *chief clerk;* **H. Webb,** *laborer.* ***Kansas City Division:*** **J. J. Brull,** *switchman;* **W. J. Cantwell,** *locomotive engineer;* **R. Kerbs,** *signal maintainer;* **R. L. Perkey,** *laborer.*

## Deaths

**GENERAL OFFICE: K. S. Beisel,** *clerk;* **E. H. Hieronimus,** *clerk;* **G. L. Watson,** *training and development officer.* **Pensioners: L. M. Besozzi,** *photostat operator;* **S. E. Brooks,** *sr. rate clerk;* **M. H. Dasen,** *head bookkeeper;* **M. F. Harrington,** *asst. chief clerk;* **W. G. Harris,** *asst. cashier tkt. clk.;* **J. Hart,** *clerk;* **A. R. Houghton,** *head clerk;* **C. B. Jones,** *clerk;* **E. F. Loos,** *asst. head clerk;* **E. S. McBain,** *clerk;* **C. G. Ramelli,** *secretary;* **A. C. Riggs,** *stenographer;* **J. D. Swaffar,** *keypunch operator;* **M. S. Von Bremen,** *clerk.*

**HOUSTON DIVISION AND REPAIR PLANTS: B. W. Adams,** *asst. mgr.-labor relations;* **L. Dominguez,** *car inspector;* **J. Rocha,** *laborer-driver.* **Pensioners: C. M. Anderson,** *locomotive engineer;* **W. J. Begnaud,** *brakeman;* **O. Carrington,** *motor truckman;* **W. Clark,** *laborer;* **O. Davis,** *laborer;* **M. Easterling,** *carman helper;* **D. G. Holt,** *janitress;* **H. M. Lake,** *upholsterer;* **I. C. Lynch,** *clerk;* **E. M. Mathis,** *locomotive engineer;* **H. C. Nichols,** *car inspector;* **R. Pantoja,** *passenger carman;* **L. M. Peterson,** *stenographer;* **S. Seligman,** *carman;* **E. D. Silva,** *foreman;* **R. H. Starks,** *switchman;* **W. P. Traylor,** *towerman and signal opr.;* **M. E. Urquhart,** *signal engineer clerk.*

**LAFAYETTE DIVISION: C. H. Mitchell,** *senior claims agent.* **Pensioners: J. E. Duplantis,** *switchman;* **A. F. Guichard, Jr.,** *freight carman;* **E. E. Martin,** *agent;* **J. M. Melancon,** *foreman;* **C. Polk,** *laborer;* **C. T. Reed,** *laborer;* **P. Regis,** *laborer.*

**LOS ANGELES DIVISION AND REPAIR PLANTS: Pensioners: A. L. Anderson,** *janitress;* **W. J. Barr,** *locomotive engineer;* **H. D. Blair,** *agent;* **R. R. Branam,** *carman;* **L. E. Brown,** *signalman;* **L. H. Cade,** *locomotive engineer;* **G. M. Clayton,** *locomotive engineer;* **A. H. Cortez,** *laborer;* **R. C. Davis,** *locomotive engineer;* **D. Fernandez,** *track walker;* **E. W. Gamet,** *electrician;* **A. D. Garcia,** *electrician;* **H. H. Gusky,** *instrumentman;* **A. K. Heckman,** *clerk;* **A. C. Henderson,** *locomotive engineer;* **R. S. Hill,** *ticket clerk;* **C. L. Holman,** *head ticket clerk;* **K. P. Hope,** *machinist;* **I. H. Kossman,** *clerk;* **H. S. Mack,** *clerk;* **L. J. Mack,** *waiter;* **M. K. McKitchens,** *brakeman;* **A. H. Moore,** *locomotive engineer;* **G. Prell,** *bonder and welder;* **T. M. Richardson,** *carman;* **E. I. Ross,** *clerk;* **R. O. Stephens,** *electrician;* **W. E. Stephey,** *foreman;* **J. E. Stevens,** *yard clerk;* **T. Thompson,** *switchman;* **S. E. Turner,** *signal maintainer;* **M. G. Wildes,** *clerk;* **R. Williams,** *sheetmetal worker;* **M. V. Ybarra,** *foreman.*

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**SACRAMENTO DIVISION AND REPAIR PLANTS: J. L. Terry,** *welder helper.* **Pensioners: L. E. Alexander,** *switchman;* **H. W. Bese,** *foreman;* **A. L. Bradley,** *conductor;* **E. M. Cabrales,** *pipefitter;* **J. S. Clifford,** *electrician;* **P. Cordoni,** *laborer;* **D. de la Trinidad,** *laborer;* **K. DeKlise,** *car inspector;* **D. J. Dennison,** *laborer;* **G. T. Eicher,** *crane engineer-P&M;* **H. D. Fleenor,** *conductor;* **R. T. Grose,** *machinist;* **R. J. Gustafson,** *pipefitter;* **A. Harris,** *laborer;* **G. Heffentrager,** *machinist;* **F. Hernandez,** *laborer;* **J. A. Lynam,** *section stockman;* **L. McDaniel,** *switchman;* **J. McVey,** *painter;* **E. Morelli,** *carman helper;* **G. Mulder,** *machinist;* **A. Naranjo,** *laborer;* **F. Parigini,** *carman;* **J. S. Pasquetti,** *machinist;* **C. W. Rambo,** *traveling mechanic;* **D. A. Robinson,** *switchman;* **A. R. Roman,** *laborer;* **L. Rugani,** *fireman;* **F. Santos,** *boilermaker;* **S. W. Scott,** *freight carman;* **A. J. Shorten,** *schedule clerk;* **A. V. Sloper,** *locomotive engineer;* **M. P. Soto,** *lift truck operator;* **V. F. Speake,** *train clerk;* **J. J. Thompson,** *switchman;* **S. Velardi,** *boilermaker;* **E. B. Whinery,** *switchman;* **W. H. Wood,** *locomotive engineer;* **S. M. Zubaite,** *boilermaker.*

**SAN ANTONIO DIVISION: Pensioners: O. Alexander,** *laborer;* **J. F. Arnold,** *chief yard clerk;* **F. E. Bell,** *transfer clerk;* **H. H. Connell,** *conductor;* **J. Contreras,** *laborer;* **A. J. Gavranovic,** *carpenter;* **E. Harris,** *coach cleaner;* **O. E. Hilbrich, Sr.,** *agent telegrapher;* **R. P. Langley,** *carman;* **H. E. Nunn,** *carman;* **C. M. Stevenson,** *clerk;* **E. L. Uvalles,** *laborer;* **F. Vega,** *laborer.*

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**TUCSON DIVISION: Pensioners: V. E. Alford,** *locomotive engineer;* **J. Arreola,** *car inspector;* **R. L. Ballesteros;** *ballast regulator opr.;* **R. M. Barrera,** *supplyman;* **J. G. Branstetter,** *locomotive engineer;* **J. Castillo,** *locomotive supplyman;* **J. I. Cooper, Jr.,** *foreman;* **F. R. Cuellar,** *freight carman;* **G. Ellison,** *machine operator;* **A. V. Ferrer,** *sheet metal worker;* **N. Gonzales,** *caboose cleaner;* **E. C. Halbrooks,** *conductor;* **J. G. Hayes,** *machinist;* **J. Hopkins,** *locomotive engineer;* **M. V. Jones,** *locomotive fireman;* **L. K. Marker,** *brakeman;* **K. B. Matson,** *locomotive engineer;* **D. F. O'Rourke,** *conductor;* **A. Y. Patty,** *conductor;* **O. R. Perkins,** *laborer;* **E. Talamantes,** *machinist;* **J. L. Tharp,** *ballast tamp. mach. opr.;* **R. L. Williams,** *locomotive engineer;* **L. Vaseuqz,** *freight carman.*

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**COTTON BELT: F. A. Arnson,** *AFE engineer;* **F. S. Carson,** *brakeman;* **J. Carter,** *track laborer;* **H. C. Christie,** *carman;* **A. L. Patterson,** *clerk.* **Pensioners: S. M. Cockrell,** *fireman;* **B. A. Dambach,** *carman;* **J. A. Everly,** *clerk stenographer;* **O. L. Fagan,** *engine foreman;* **C. D. Kelsay,** *switchman;* **J. J. Kimmel,** *yardmaster;* **F. M. Maritn,** *locomotive engineer;* **C. D. McClendon,** *switchman;* **E. J. Place,** *switchman.*

**OTHERS: L. G. Alexander,** *general foreman-stores, Brooklyn, Oregon;* **C. D. Calkins,** *mgr.-safety and personnel, PMT, San Francisco;* **J. W. Grosdidier,** *chief clerk, SD&AE, San Diego;* **W. E. Harper,** *head estimator, NWP, Willits.* **Pensioners: W. L. Buchner,** *clerk, New York;* **T. Dellera,** *chief yard clerk, NWP;* **A. McKee,** *mail and baggage handler, LAUPT;* **A. Nardi,** *coach cleaner, NWP;* **C. Q. Rutland,** *locomotive engineer, NWP;* **R. G. Sepulveda,** *mail and baggage handler, LAUPT;* **D. Stiving,** *conductor, NWP.*

***Al McDougal,** a production planner at the Sacramento Locomotive Works, received a retirement present he'll always remember. On his last day of work, "Mac" got to operate SP Locomotive 6051, a retired engine that the California State Railroad Museum in Sacramento now owns and has restored to operating condition. Over the years, the restoration staff at the Museum requested McDougal's assistance with their project. McDougal, who remembers the EMD-E9 engine from his early days with the railroad in Los Angeles, was able to help them out. This was the Museum's staff way of expressing their appreciation.* Photo: Shirley Burman

## Confidential Assistance

The Employee Assistance Program provides confidential assistance for troubled employees and their families. Help is available for problems with marriage, family, alcohol, drugs, law or money. You, or any member of your family, may seek help without jeopardizing your job, future or reputation. Counselors are located throughout the system and are on call 24 hours a day.

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# Operation Lifesaver Proves Its Worth

Photo: Ed McKenzie

*The Operation Lifesaver presentation made by Locomotive Engineers Larry Hudson (left) and Greg Lewis saved the lives of high school students Paige (left) and Meredith Shelton.*

The automobile was demolished when a 72-unit Missouri Pacific freight train hit the stalled car at a crossing in Beaumont, Texas. But the two high school students, who got out of the car and escaped injury, credited an "Operation Lifesaver" presentation made by two SP locomotive engineers with knowing what to do.

In a letter to Locomotive Engineers Greg Lewis and Larry Hudson, Paige and Meredith Shelton thanked the SP employees.

"My sister yelled 'get out of the car' . . ." the letter said. "The first thing that came to my sister's mind was the film of the railroad accidents she had seen in driver's education. If it had not been for the film and the advice from the gentlemen, my sister and I might not have known what to do and might have been seriously injured. I believe Operation Lifesaver is a terrific idea."

Engineers Lewis and Hudson have been involved with Operation Lifesaver for two years and estimate they have made their presentation to 68,000 people.

"Saving lives and preventing injuries is what we're trying to do. We talk to a lot of groups," Lewis says, "and we hope we are getting the message across to our audience. The letter from the Shelton sisters made us feel very good.

"We would also like to thank everyone responsible for the Operation Lifesaver program on the Lafayette Division and to express our special thanks to Superintendent Wayne Martin and Road Foreman of Engines Mike Pendergrass for their support of this program." □

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